

Information of Possible Use in the
Management Development Portion of CSR Lecture

1. From 1948 - 1955 - management development programs interested mainly in:

- a. Defining jobs (writing descriptions)
- b. Defining ideal man to fill each job
- c. Making manpower resource inventories
- d. Identifying promotables with potential
- e. Training the people - usually on a crash basis

This period was characterized by several qualities:

- a. Quick training - but not for depth and retention
- b. Trend toward fair haired boys and crown princes
- c. Flashy brochures
- d. Unrealistic expectations

Results: Many promoted, organizations expanded, jobs got done -- but much cynicism about management development.... "Much smoke and a little fire."

2. Since 1955 - in general - a shift of objectives

Attention on development of the individual rather than promotions and replacements in the abstract.

The core of this centered around systems of appraisal which told how well a person was doing, in which areas he was best or least good, and what could be done to assist him.

Performance on the job and personality difficult to separate, but number of different assignments of an individual have helped to build a record, and in instances where a man has stayed in one area, the consistency of the quality of his product and his interpersonal relations has helped define the man..... In other words - we're benefiting from organizational maturing and experience.

Quote from article in Civil Service Journal - July - September 1960

"A New Approach to Executive Development" - President's Program

One inescapable fact of life about executive development is that it necessarily makes its greatest demands on the men and women who are already the busiest and most successful in the Federal service.

In other words, the more successful an executive is, the greater is his potential gain from further training - and the less available he is to take the training. This single fact may account for the slow progress made by executive development programs, in Government and elsewhere, over the years.

The pace in the Federal service is now quickening because Presidential concern and support have been forthrightly and directly expressed.

Let's look at the profile of a career executive, drawing elements from the picture that has emerged from various studies, including recent agency reports to the Commission's Office of Career Development.

A career executive is a man or woman who makes over \$12,000 (GS-15 and above) working in a nonpolitical job in a Federal agency. He works closely with political executives in carrying out agency program objectives. He does most of his business with people outside Government and officials from other agencies - less with employees in his own agency. He is closely connected with preparing and defending agency budgets. Senators and Representatives call him for information.

A majority of these executives grew up in some professional or technical field. They now head bureaus or major organizational subdivisions with important missions and a large number of employees. Despite their education for a particular specialty, they may never have had courses in political science, government, or public administration. They may have taken some night courses since entering the Federal service, but now find little time for additional training because they work long hours.

This is a description of the people the President was referring to when he called for a program to develop Federal career executives of "outstanding leadership ability, creative imagination, and sound judgment." The President has designated the executives and has set the goals - agency officials must take action to tailor their executive selection and development programs to meet the special needs of their organizations. Some are asking "Why are we doing this?" Others, "What is involved?"